

## HUMAN RESOURCES PROGRAM

Group Meeting #2  
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Management Principles and Problems  
27 January 1954

### Points noted here

Still at the task force level in our own (OTR) operational activities;  
a long way from the type of effective organic coordination required.

Thinking rather than reports the primary requirement now.

Inadequate requirements from operating offices, - lead time, specifications.  
Do they really know what they want ?

More functional (personal) communication with our customers: need to know  
them; need to know what they are trying to accomplish.

Staff planning.

Perhaps unrealistic regarding capabilities.

Support facilities; of the greatest importance in training; fuller recognition.

Lack of clear-cut lines of responsibility, authority, and control.

Clarification of line and staff relations.

OTR personnel not sufficiently informed about OTR or Agency for their jobs.

Forced recruiting of operational personnel for training assignments; the  
method not the fact.

Meaning of career service.

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Management Principles and Problems

3 February 1954

Points noted here

Clear delegation of responsibility

Authority commensurate with responsibility

Communication

Broadening the base of the need to know

Information necessary to insure efficiency in support services

Planning

Lead time

Complete and definitive requirements.

Priorities in meeting requests for support services

Realistic capabilities.

Getting decisions from up the line

Controls

Procedural understanding

Suspense dates

Economies.

Knowing people better within OTR

Career service

Career designations

Developing understudies

Agency needs vs. individual desires

Localism vs. Agency-wide experience.